



INCORPORATING THE FOLLOWING TOWNS, SETTLEMENTS AND SURROUNDING FARMS  
ONDERSTAANDE DORPE, NEDERSETTINGS EN OMLIGGENDE PLASE INGESLUIT :  
**Graaff-Reinet** (HQ), Willowmore, Aberdeen, Jansenville, Steytlerville, Klipplaat, Nieu-Bethesda,  
Rietbron, Baviaanskloof, Waterford, Wolwefontein, Vondeling, Fullarton, Miller & Mount Stewart.

## Dr. Beyers Naudé Local Municipality

Service Delivery & Budget Implementation Plan 2019/2020  
Period: 1 July 2019 – 30 June 2020

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## FOREWORD BY THE HONOURABLE MAYOR



**The Honourable Mayor D. de Vos**

We have come a long way since the establishment of the Dr. Beyers Naudé Local Municipality after the elections in August 2016. On 23 May 2017, the Council approved its new 5 year Integrated Development Plan, which was implemented on 1 July 2017. As per legislated requirement, the IDP is subjected to a rigorous annual review. The 3<sup>rd</sup> review of our IDP commenced, and we engaged in consultation processes to ensure that communities become part of the planning and decision making processes. Our 3<sup>rd</sup> edition IDP was adopted by Council in May 2019. The process was followed by the development of projects emanating from the needs and challenges identified in the IDP public participation.

Chapter 6 of the MSA 32 of 2000 requires that all municipalities must develop a performance Management System that will monitor the implementation of the IDP. The SDBIP of the Municipality serves as a performance contract between the Administration, the Council and the Community expressing the goals and Objectives of the Council.

The SDBIP displays Projects and programmes that are to be implemented as Key Performance Indicators, these Key performance Indicators are linked to development priorities within the IDP. The SDBIP only covers those projects and programmes that have budget and human resource capital support. Performance targets were set within the SDBIP and will be monitored continuously and assessed on quarterly basis.

Since the inauguration of the new council, we committed ourselves – Councillors and Officials – to make this new Municipality the best in the district, however Municipalities are confronted by major challenges on issues such as Local Economic Development, Institutional Transformation and especially finances. The Dr. Beyer's Naudé Local Municipality is no exception to the rule. We have listed the challenges we are facing and developed measurable key performance indicators and targets to address these challenges. It is with great pride, I can highlight the effort taken by the municipality to ensure that the IDP and Budget processes are aligned; that the SDBIP is linked to the IDP and that public participation has been done as required by legislation. It's a pleasure to present to you the 2019/2020 SDBIP as a performance agreement between Council and the Community to improve the lives of our people.

In closing, I would like to thank Council Members for their commitment in realizing the goals of improving the lives of our people, and the administration who, in spite of all challenges, continue to pay attention to the task at hand; to make Dr. Beyers Naudé Local Municipality the best in the Country.

## 1. INTRODUCTION

### OBJECTIVE

The primary objective is to develop a 12 month plan within which the Municipality has to achieve the following:

- The services represented by the expenditure in the budget
- The income to fund the service delivery.

Circular 13 from National Treasury attempts to commit all stakeholders to the agreement to work towards specific objectives. This is done within the framework of consultation as outlined in Chapter 4 of the Systems Act.

The secondary objective is to reduce to writing the activities of the organization so that it may be subjected to assessment and benchmarking.

It serves as a supplementary support document to the approved budget represented as a policy document. It further serves as a record of the Key Performance Areas (KPA) with their corresponding Key Performance Indicators (KPI) or Critical Success Factors (CSF).

### DEFINITION

S ----- SERVICE -----

THOSE TANGIBLE AND INTANGIBLE GOOD(S)  
AND/OR SERVICE(S) THAT ARE A PRODUCT OF  
OUR EXISTENCE BY MANDATE

D ----- DELIVERY -----

THE "VEHICLE" USED TO ACHIEVE THE  
SERVICE AT THE RIGHT TIME, PLACE ,  
QUANTITY AND QUALITY

B ----- BUDGET -----

A POLICY DOCUMENT, THAT RECORDS  
REALISTIC INCOME AND EXPENDITURE AS  
WELL AS THE INTENDED ACTIVITIES

I ----- IMPLEMENTATION --

THIS REFERS TO THE CONSEQUENCE AND  
REALIZATION OF DELIVERY. THE ACTION OR  
EFFORT

P ----- PLAN -----

THIS IS THE SDBIP STRATEGY DOCUMENT SO  
AGREED BY THE STAKEHOLDERS.

Once the budget has been approved, the SD&BIP must be presented to the Mayor by the Accounting Officer, after consultations with Senior Managers and other Head of Departments, at least one week before the commencement of the new financial year.

Even though it is not a policy document like the IDP and the Budget, it is a vital tool for planning and strategy development. The monitoring capability of the PMS system is vitally important towards reporting and achieving service delivery. It is a vital tool for decision-making and contracting mandates from communities.

The layers of this document will see the objectives reported by the following listed components as well as by comparisons to the Organizational Performance and, in turn, linked to the individual directors and their activities within their votes.

The major components of the SDBIP are:

1. Projections of budgeted income and actual income per vote and per activity
2. Projections of budgeted expenditure against actual per vote and per activity
3. Projections of the service (KPA) achieved against budget spending and comment.

These will be illustrated in both tabular and graphic format in the (Final approved SDBIP)

### **The procedure**

The SDBIP is fundamentally divided into two sections namely:

#### *The Service Delivery Component (SD)*

*This is derived from the Performance Management System from which the KPA and its score are extracted. Here we analyse the purpose for the existence of the budget into the KPA and the corresponding KPI together with its delivery mechanism.*

#### *The Budget Implementation Plan (BIP)*

*Hereto we made use of controlled stationers to provide the detail associated with every line on the budget. This was to determine the justification for the budget as well as ascertain its directive in support of a KPA.*

The following Departments exist:

Main Vote/Department
EXECUTIVE & COUNCIL
CORPORATE SERVICES - ADMINISTRATION
CORPORATE SERVICES - COMMUNITY SERVICES
CORPORATE SERVICES - PROTECTION
FINANCIAL SERVICES
TECHNICAL SERVICES - ENGINEERING
TECHNICAL SERVICES - ELECTRICAL

### **THE CONCEPT**

The concept is based on the idea that spending will be indicative of service delivery as a major consideration of whether the KPA was achieved. It is supplemented by an overview report by the Director and endorsed by the Municipal Manager.

## **LEGISLATION**

The following legislation applies:

The Municipal Finance Management Act 2004, Chapter 7, Section 53 (c) (ii), which states:

“Take reasonable steps to ensure the Municipality’s SD&BIP is approved by the Mayor within 28 Days after the approval of the budget and made public no later than 14 days after that”

Circular 13, from National Treasury provides the departure point for the SDBIP.

Chapter 8 of the MFMA stipulates that the Accounting Officer must submit a draft of the SDBIP to the Mayor within 14 days of the budget being approved as well as a draft of the annual performance agreements required by the Municipal Systems Act.

Section 72 (1), (a), (ii) states “the accounting officer of the municipality must by 25 January of each year assess the performance of the municipality during the first half of the financial year, taking into account the municipality’s service delivery performance during the first half of the financial year, and the service delivery targets and performance indicators set in the service delivery and budget implementation plan”

These sections leads us to the budget monitoring requirements of section 71 and the rest of section 72 of the MFMA where it is stipulated that the Mayor must check whether the budget is being implemented in accordance with the SDBIP.

It should be noted that service delivery and its related expenditure is based on the ability to fund the budget. Should a shortage of income be realized, an Adjustment Budget, in terms of the MFMA, will be tabled.

The effect is that expenditure will be reduced in line with realistic income. This in turn means that service as contained in the SDBIP will then be reduced as well

## **ROLEPLAYERS**

The roleplayers and their respective roles include:

1.     The Mayor  
  
      As head of the Executive Council and to provide political leadership and direction.
2.     The Ward Councillor/PR Councillor  
  
      As promoter of the Ward Committee structure or as representative of a certain sector of the population.
3.     The Municipal Manager  
  
      As Accounting Officer and administratively charged
4.     The Chief Financial Officer  
  
      As advisor to the AO and responsible for the administration of the budget. (Section 84, (1).  
  
      Senior accountants for reporting and assistance. Delegation: MFMA
5.     Senior Managers  
  
      As appointed as head of departments for the respective services, Section 78, (1).
6.     Senior officials and Section Heads  
  
      Reporting to Senior Managers and acting under delegation from their supervisors.
7.     Unions  
  
      As the recognized body for organized labour being SAMWU and IMATU.
8.     External Parties



- National Treasury: MFMA
- Provincial Officers and Departments: MFMA

9. Internal Documents

- Integrated Development Plan
- Spatial Development Plans
- Local Economic Development Plan

10. Other

**ORGANOGRAM AND INSTITUTIONAL ARRANGEMENTS**

The organogram depicts the structure of employees that support and deliver the objectives of the organization. The budget is divided into activities together with the employees associated with it.

**Income Budget****Expenditure Budget****Expenditure Budget by Vote****Income Budget**

EC101 Dr Beyers Naude - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>	<b>1</b>										
<b>Revenue By Source</b>											
Property rates	2	–	21 626	31 809	29 579	25 976	25 976	25 976	40 993	43 452	46 059
Service charges - electricity revenue	2	–	85 747	99 390	101 549	115 062	115 062	115 062	130 358	138 180	146 470
Service charges - water revenue	2	–	24 228	26 573	25 470	28 702	28 702	28 702	27 626	29 284	31 041
Service charges - sanitation revenue	2	–	2 030	12 558	10 301	10 301	10 301	10 301	16 390	17 374	18 416
Service charges - refuse revenue	2	–	4 257	15 384	11 463	11 811	11 811	11 811	22 907	24 281	25 738
Rental of facilities and equipment			592	788	849	867	867	867	929	985	1 044
Interest earned - external investments			1 727	1 919	2 015	626	626	626	3 268	3 464	3 672
Interest earned - outstanding debtors			5 859	9 550	9 713	5 480	5 480	5 480	7 217	7 650	8 109
Dividends received						–	–	–	–	–	–
Fines, penalties and forfeits			184	79	121	26	26	26	11	12	13
Licences and permits			1 111	866	1 501	1 256	1 256	1 256	1 652	1 751	1 856
Agency services			2 089	671	2 682	2 831	2 831	2 831	3 668	3 888	4 122
Transfers and subsidies			109 040	115 191	97 441	101 162	101 162	101 162	102 332	108 472	114 980
Other revenue	2	–	1 904	6 489	5 117	5 320	5 320	5 320	2 042	2 165	2 295
Gains on disposal of PPE			3 410	–					0	0	0
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>–</b>	<b>263 805</b>	<b>321 267</b>	<b>297 802</b>	<b>309 420</b>	<b>309 420</b>	<b>309 420</b>	<b>359 394</b>	<b>380 958</b>	<b>403 815</b>

EC101 Dr Beyers Naude - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>Revenue by Vote</b>	<b>1</b>									
Vote 1 - COUNCIL		-	24 703	12 022	-	-	-	51	54	58
Vote 2 - OFFICE OF THE MUNICIPAL MANAGER		-	77	200	20	1 075	1 075	20	21	22
Vote 3 - FINANCIAL SERVICES		-	108 778	142 300	60 808	59 243	59 243	56 002	59 362	62 923
Vote 4 - CORPORATE SERVICES		-	516	872	16 681	16 696	16 696	20 599	21 834	23 145
Vote 5 - INFRASTRUCTURE SERVICES		-	183 133	199 231	225 012	256 821	256 821	263 729	279 552	296 326
Vote 6 - COMMUNITY SERVICES		-	13 234	21 639	39 798	39 922	39 922	52 812	55 981	59 340
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Total Revenue by Vote</b>	<b>2</b>	<b>-</b>	<b>330 441</b>	<b>376 263</b>	<b>342 319</b>	<b>373 756</b>	<b>373 756</b>	<b>393 212</b>	<b>416 805</b>	<b>441 813</b>

## Expenditure Budget

EC101 Dr Beyers Naude - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description R thousand	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue &		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Expenditure By Type</b>											
Employee related costs	2	–	108 123	138 171	136 618	153 964	153 964	153 964	156 807	166 215	176 188
Remuneration of councillors			7 368	9 324	9 884	9 212	9 212	9 212	9 915	10 510	11 140
Debt impairment	3		36 178	5 626	3 500	5 563	5 563	5 563	3 894	4 128	4 376
Depreciation & asset impairment	2	–	65 116	62 711	35 453	65 849	65 849	65 849	65 849	69 799	73 987
Finance charges			6 160	7 229	5 576	2 788	2 788	2 788	3 788	4 015	4 256
Bulk purchases	2	–	69 092	81 208	82 368	82 368	82 368	82 368	90 605	96 041	101 804
Other materials	8								1 047	1 110	1 176
Contracted services		–	3 678	3 898	15 941	13 218	13 218	13 218	15 791	16 738	17 742
Transfers and subsidies		–	–	–	239	203	203	203	35	38	40
Other expenditure	4, 5	–	73 497	110 752	76 473	48 147	48 147	48 147	44 930	47 625	50 483
Loss on disposal of PPE			4 955	599							
<b>Total Expenditure</b>		–	374 168	419 517	366 051	381 312	381 312	381 312	392 660	416 219	441 193
<b>Surplus/(Deficit)</b>		–	(110 362)	(98 250)	(68 249)	(71 892)	(71 892)	(71 892)	(33 266)	(35 261)	(37 377)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)			66 635	54 996	44 517	64 336	64 336	64 336	33 818	35 847	37 998
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)											
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		–	(43 727)	(43 254)	(23 732)	(7 556)	(7 556)	(7 556)	552	586	621
Taxation											
<b>Surplus/(Deficit) after taxation</b>		–	(43 727)	(43 254)	(23 732)	(7 556)	(7 556)	(7 556)	552	586	621
Attributable to minorities											
		–	(43 727)	(43 254)	(23 732)	(7 556)	(7 556)	(7 556)	552	586	621
<b>Surplus/(Deficit) attributable to municipality</b>											
Share of surplus/ (deficit) of associate	7										
<b>Surplus/(Deficit) for the year</b>		–	(43 727)	(43 254)	(23 732)	(7 556)	(7 556)	(7 556)	552	586	621

EC101 Dr Beyers Naude - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>R thousand</b>										
<b>Expenditure by Vote to be appropriated</b>	<b>1</b>									
Vote 1 - COUNCIL		-	15 305	30 178	-	-	-	-	-	-
Vote 2 - OFFICE OF THE MUNICIPAL MANAGER		-	10 739	11 608	10 932	15 263	15 263	15 172	16 083	17 048
Vote 3 - FINANCIAL SERVICES		-	80 839	75 836	55 055	41 100	41 100	44 070	46 714	49 517
Vote 4 - CORPORATE SERVICES		-	79 898	81 801	43 358	40 391	40 391	43 252	45 847	48 597
Vote 5 - INFRASTRUCTURE SERVICES		-	144 896	160 217	205 521	226 566	226 566	233 526	247 538	262 390
Vote 6 - COMMUNITY SERVICES		-	42 491	59 877	51 186	57 991	57 991	56 640	60 038	63 640
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-
<b>Total Expenditure by Vote</b>	<b>2</b>	-	<b>374 168</b>	<b>419 517</b>	<b>366 051</b>	<b>381 312</b>	<b>381 312</b>	<b>392 660</b>	<b>416 219</b>	<b>441 193</b>
<b>Surplus/(Deficit) for the year</b>	<b>2</b>	-	<b>(43 727)</b>	<b>(43 254)</b>	<b>(23 732)</b>	<b>(7 556)</b>	<b>(7 556)</b>	<b>552</b>	<b>586</b>	<b>621</b>

EC101 Dr Beyers Naude - Supporting Table SA25 Budgeted monthly revenue and expenditure

Description	Ref	Budget Year 2019/20												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
<b>Expenditure By Type</b>																
Employee related costs		12 138	12 138	12 138	12 138	23 287	12 138	12 138	12 138	12 138	12 138	12 138	12 138	156 807	166 215	176 188
Remuneration of councillors		826	826	826	826	826	826	826	826	826	826	826	826	9 915	10 510	11 140
Debt impairment		325	325	325	325	325	325	325	325	325	325	325	325	3 894	4 128	4 376
Depreciation & asset impairment		5 487	5 487	5 487	5 487	5 487	5 487	5 487	5 487	5 487	5 487	5 487	5 487	65 849	69 799	73 987
Finance charges		316	316	316	316	316	316	316	316	316	316	316	316	3 788	4 015	4 256
Bulk purchases		8 000	7 550	7 550	7 550	7 550	7 000	6 500	6 800	6 800	7 550	7 550	10 202	90 605	96 041	101 804
Other materials		87	87	87	87	87	87	87	87	87	87	87	87	1 047	1 110	1 176
Contracted services		1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	1 316	15 791	16 738	17 742
Transfers and subsidies		3	3	3	3	3	3	3	3	3	3	3	3	35	38	40
Other expenditure		3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	3 744	44 930	47 625	50 483
Loss on disposal of PPE		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenditure</b>		<b>32 242</b>	<b>31 793</b>	<b>31 793</b>	<b>31 793</b>	<b>42 942</b>	<b>31 242</b>	<b>30 742</b>	<b>31 042</b>	<b>31 042</b>	<b>31 793</b>	<b>31 793</b>	<b>34 445</b>	<b>392 660</b>	<b>416 219</b>	<b>441 193</b>
<b>Surplus/(Deficit)</b>		<b>29 439</b>	<b>(4 222)</b>	<b>(4 222)</b>	<b>(12 420)</b>	<b>10 541</b>	<b>(11 870)</b>	<b>(11 370)</b>	<b>(11 670)</b>	<b>22 441</b>	<b>(12 420)</b>	<b>(12 420)</b>	<b>(15 072)</b>	<b>(33 266)</b>	<b>(35 261)</b>	<b>(37 377)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		11 273					11 273			11 273			-	33 818	35 847	37 998
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)													-	-	-	-
Transfers and subsidies - capital (in-kind - all)													-	-	-	-
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>		<b>40 712</b>	<b>(4 222)</b>	<b>(4 222)</b>	<b>(12 420)</b>	<b>10 541</b>	<b>(597)</b>	<b>(11 370)</b>	<b>(11 670)</b>	<b>33 713</b>	<b>(12 420)</b>	<b>(12 420)</b>	<b>(15 072)</b>	<b>552</b>	<b>586</b>	<b>621</b>
Taxation													-	-	-	-
Attributable to minorities													-	-	-	-
Share of surplus/ (deficit) of associate													-	-	-	-
<b>Surplus/(Deficit)</b>	1	<b>40 712</b>	<b>(4 222)</b>	<b>(4 222)</b>	<b>(12 420)</b>	<b>10 541</b>	<b>(597)</b>	<b>(11 370)</b>	<b>(11 670)</b>	<b>33 713</b>	<b>(12 420)</b>	<b>(12 420)</b>	<b>(15 072)</b>	<b>552</b>	<b>586</b>	<b>621</b>

## Budgeted Capital Expenditure by Vote

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
R thousand	1										
<u>Single-year expenditure to be appropriated</u>	2										
Vote 1 - COUNCIL		-	-	-	-	-	-	-	-	-	-
Vote 2 - OFFICE OF THE MUNICIPAL MANAGER		-	96	361	50	33	33	33	-	-	-
Vote 3 - FINANCIAL SERVICES		-	324	1 005	-	6 431	6 431	6 431	-	-	-
Vote 4 - CORPORATE SERVICES		-	238	12	-	-	-	-	-	-	-
Vote 5 - INFRASTRUCTURE SERVICES		-	60 155	45 448	38 884	48 633	48 633	48 633	29 551	33 550	81 531
Vote 6 - COMMUNITY SERVICES		-	1 636	6 634	5 950	5 585	5 585	5 585	2 896	16 422	18 374
Vote 7 - [NAME OF VOTE 7]		-	-	-	-	-	-	-	-	-	-
Vote 8 - [NAME OF VOTE 8]		-	-	-	-	-	-	-	-	-	-
Vote 9 - [NAME OF VOTE 9]		-	-	-	-	-	-	-	-	-	-
Vote 10 - [NAME OF VOTE 10]		-	-	-	-	-	-	-	-	-	-
Vote 11 - [NAME OF VOTE 11]		-	-	-	-	-	-	-	-	-	-
Vote 12 - [NAME OF VOTE 12]		-	-	-	-	-	-	-	-	-	-
Vote 13 - [NAME OF VOTE 13]		-	-	-	-	-	-	-	-	-	-
Vote 14 - [NAME OF VOTE 14]		-	-	-	-	-	-	-	-	-	-
Vote 15 - [NAME OF VOTE 15]		-	-	-	-	-	-	-	-	-	-
Capital single-year expenditure sub-total		-	62 450	53 459	44 884	60 682	60 682	60 682	32 447	49 973	99 905
Total Capital Expenditure - Vote		-	62 450	53 459	44 884	60 682	60 682	60 682	32 447	49 973	99 905

## Expenditure Budget by Project and Ward

IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2019/2020 Internal Funding	2019/2020 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>INFRASTRUCTURE DEVELOPMENT</b>															
116	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	7 existing boreholes in Aberdeen, and 1 new reservoir constructed, however the demand exceeds supply.	Aberdeen: Upgrading of Bulk Water Supply Phase 2	Installation of pipelines and equipping of 2 boreholes by 30 <sup>th</sup> June 2020.	1	Engineering and Planning	External MIG		6,040,839.00	3000m pipeline installed and 2 boreholes equipped.	Contractor appointed	Construction of 1500m pipeline	Construction of 1500m pipeline	Equip 2 boreholes
116	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	2 Boreholes rehabilitated in the 2018/19	Willowmore Bulk Water Supply: Additional Resources and development of new boreholes and pipelines	Rehabilitation of 1 existing borehole by 31 March 2020.	8, 9 & 13	Engineering and Planning	OTP		210,000.00	1 Borehole rehabilitated	Contractor appointed	Rehabilitate 1 boreholes	Project Completed	n/a
116	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	New KPI	Graaff Reinet Bulk Water Supply Scheme: Phase 2	Number of hydrological survey's and census conducted to determine future development by 30 <sup>th</sup> June 2020.	2 - 7 & 14	Engineering and Planning	DWS - WSIG	1 Hydrological survey	7,000,000.00	Consultant Appointed	Conducting Survey	Implementat ion of findings	Implementat ion of findings.	Consultant Appointed



116	To adequately increase bulk water storage, upgrade reticulation systems, secure permanent water supply and properly maintain all infrastructure	Upgrade reticulation system by systematically replacing old installations.	5 existing boreholes drilled	Graaf-Reinet Emergency Water Supply Scheme (WSS)	Installation and equipment of 5 new boreholes with 110m of pipeline by 30 <sup>th</sup> June 2020.	2 - 7 & 14	Engineering and Planning	DWS - RBIG		6,000,000	5 Boreholes equipped with 110m pipeline	Contractor Appointed	2 boreholes equipped with pipelines	3 boreholes equipped with pipelines	Complete Project
131	Solid Waste Disposal Sites (Landfills), that are compliant, have adequate capacity and are properly managed and maintained	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	New KPI	Steytlerville: New Proposed Solid Waste Site	Drilling of 2 new monitoring boreholes and supply of 700m security fence by 30 <sup>th</sup> June 2020.	12,13	Community Services	External MIG		2,896,465.00	2 boreholes drilled and 700m security fence supplied.	Contractor appointed	Drilling of 2 boreholes	Supply of 700m fence	Project completed
163	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	Gravel roads currently in Graaff-Reinet	Graaff Reinet Upgrading of Streets	Paving of 2500m <sup>2</sup> for identified streets and construct earth berm by 30 <sup>th</sup> June 2020.	3,4,5,6, 14	Engineering and Planning	External MIG		5, 839,534.00	2500m <sup>2</sup> paved and 1 earth berm constructed.	Contractor appointed	1000 m2 paving and 50 % of berm complete	1500 m2 paving and 50 % of berm complete	Project completed

163	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	Gravel roads currently in Jansenville and Klipplaat.	Jansenville & Klipplaat Upgrading of Streets	Paving of 1600m <sup>2</sup> for identified streets in Jansenville by 30 <sup>th</sup> June 2020.	10,11	Engineering and Planning	External MIG		2,146,400.00	1	Contractor appointed	800m <sup>2</sup> paving completed	800m <sup>2</sup> paving completed	Project completed
163	To adequately construct, upgrade or install Streets & Stormwater networks and to maintain them on a regular basis	Develop a Streets & Stormwater Management Plan that also contains an Implementation & Action Plan that will systematically address the issue of especially Stormwater in the Dr Beyers Naudé LM.	Gravel Roads in Willowmore	Willowmore Upgrading of Streets	Paving of 2000m <sup>2</sup> for identified streets in Willowmore by 30 <sup>th</sup> June 2020.	8,9,13	Engineering and Planning	External MIG		2,314,200.00	1	Contractor appointed	1000m <sup>2</sup> of paving completed	1000m <sup>2</sup> of paving completed	Project completed
IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2019/2020 Internal Funding	2019/2020 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>INSTITUTIONAL DEVELOPMENT</b>															
303	To provide sufficient operational requirements, furnish and equip the relevant offices and	Equip offices and areas of service delivery with adequate resources	Fire stations to be upgraded.	Upgrade Klipplaat & Aberdeen Satellite Fire Stations.	Upgrade Klipplaat Fire station by installing security gates, painting interior and purchasing	Institutional	Community Services	External SBDM		75,000.00	Klipplaat – Security gates, 2 doors.  Aberdeen – Office space, install	n/a	n/a	Procurement processes.	Upgrade of Klipplaat and Aberdeen fire stations.

	venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant				two doors and Upgrade Aberdeen fire station by reverting a bathroom into office space, installing extractor fan in fire garage by 30 <sup>th</sup> June 2020.						extractor fan.				
IDP No.	Objective	Strategy	Baseline Indicator	Project Name	Project Description/ KPI	Wards	Responsible Department	Funding Source	2019/2020 Internal Funding	2019/2020 External Funding	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
<b>INSTITUTIONAL DEVELOPMENT</b>															
340	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Limited protective clothing	Protective Clothing – bunker suits, helmets, gloves, fire boots, fire hoods & torches.	Purchase 3 x bunker suits, 40 x Structural firefighting gloves, 50 x Normex Fire Hoods, 5 x Bullard structural fire helmets, 15 x Structural Fire Boots and 15 x SWAT flashlights by 31 March 2020.	Institutional	Community Services	External SBDM		80,000.00	3 x bunker suits  40 x Structural firefighting gloves  50 x Normex Fire Hoods  5 x Bullard structural fire helmets  15 x Structural Fire Boots  15 x SWAT flashlights	n/a	n/a	Procurement processes and delivery of firefighting protective clothing	n/a

340	To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Equip offices and areas of service delivery with adequate resources.	Limited fire equipment	Fire Equipment – fire hoses, nozzles, foam, fire beaters & chain saws.	Purchase of 10 x 38mm rubberize firehoses, 5 x Handline high performance nozzles  20 drums x 20 litres class A foam  4 x Stihl Chainsaws  2 x Stihl Blowers by 30 <sup>th</sup> June 2020.	Institutional	Community Services	External SBDM		120,000.00	10 x 38mm rubberize firehoses, 5 x Handline high performance nozzles  20 drums x 20 litres class A foam  4 x Stihl Chainsaws  2 x Stihl Blowers	n/a	n/a	Procurement processes.	Delivery of fire equipment.
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## SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

INFRASTRUCTURE DEVELOPMENT– KPA - Infrastructure and Service Delivery							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget/ Vote Number	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place	156 samples annually	Vote: 9/244-24-33	Engineering and Planning	Monitor water quality through taking 13 Samples per month.	156	39 Samples	39 Samples	39 Samples	39 Samples
For all households to have uninterrupted access to good quality, potable water.	Implement Action Plans contained in WSDP and ensure that proper controls and monitoring measures are in place	39 samples taken quarterly. 80% of 39 samples should be compliant with drinking water quality standards	n/a	Engineering and Planning	Percentage compliance with drinking water quality standards (micro-bacteriological) quarterly.	85%	85%	85%	85%	85%
To have all Municipal water-supply consumers connected to a metering system and registered on the debtor's database for monthly billing purposes.	Systematically upgrade existing infrastructure; replace and rehabilitate where applicable.	No meters installed.	6,7000,000	Engineering and Planning	Number of water meters installed in Klipplaat to reduce water losses in by 30 <sup>th</sup> June 2020.	618	n/a	n/a	318 meters installed	300 installed
Adequate bulk services for new settlements and their amenities.	Identify suitable projects, such as making provision for the installation and connection	10 new RDP houses in Malva street connected with water and sanitation services.	n/a	Engineering and Planning	Number of Households connected with water and sanitation services by 31 March 2020.	10	Procurement of material.	Installation of services.	NHBRC Certification	n/a

	of bulk services on the sites.									
<b>INFRASTRUCTURE DEVELOPMENT– KPA - Infrastructure and Service Delivery</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
Effective recycling programmes that will reduce waste volumes at landfill site and create economic opportunities for the Community		Recycling project in Willowmore to be developed in all other towns	n/a	Community Services	Number of recycling projects established to reduce illegal dumping and pollution by 31 March 2010.	1	Meeting with Department of Environmental affairs to assist	Site visit to George and Hermanus	Invitation of expression of interest	Establish 1 recycling project
Effective recycling programmes that will reduce waste volumes at landfill site and create economic opportunities for the Community	Step up educational campaigns to encourage all citizens to take pride in their areas and keep them clean; to recycle at source	No waste management campaigns held in 2018/2019	2,500	Community Services	Number of Waste management Campaigns held at ward meetings, schools and other institutions by 30 <sup>th</sup> June 2020.	8	2 waste management campaigns per quarter	2 waste management campaigns per quarter	2 waste management campaigns per quarter	2 waste management campaigns per quarter
<b>COMMUNITY DEVELOPMENT –KPA – Good Governance</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the	Youth, disabled, initiation, Women's Caucus, Moral Regeneration Movement, and Sport and Recreation town based forums	n/a	SPU Unit	Number of Council established in Dr. Beyer's Naudé Local Municipality by 31 September 2019.	4	Graaff – Reinet and Steytleville youth, disabled and Sport and Recreation forums established.	Youth, Local Aids, Local Sports Council and disabled desk established.	n/a	n/a

	Disabled, Youth and Women.	established, excluding Steytlerville and Graaff-Reinet.								
<b>COMMUNITY DEVELOPMENT –KPA – Good Governance</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	4 quarterly reports submitted to the Municipal Manager for 2017/2018	n/a	SPU Unit	Monitor Functionality of SPU consultative councils/ Forums by providing a quarterly reports to the office of the Municipal Manager and Council.	4	1 quarterly report	1 quarterly report	1 quarterly report	1 quarterly report
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women.	9 Training programmes took place within DBNLM during 2018/19	n/a	SPU Unit	Number of training programmes for vulnerable groups especially youth and disabled citizens by 30 <sup>th</sup> June 2020.	12	Mass Participation Programme in partnership with Environmental Affairs: Tuma Mina, Good Green Deeds Youth Ambassadors programme.  SA Army, OTP, SBDM and BNLM: Maintenance and Infrastructure Training Programme	NYDA Entrepreneurship Training Programme in Willomere, Rietbron, Bavians Kloof, Steytlerville, Wolwefontein, Nieu - Bethesda and Jansenville  Shale Gas Research Programme in Jansenville, Rietbron and Graaff-Reinet.  Electrification/ Solar Energy	Renewable Energy Training/ DBNLM.  Bright Ideas Innovative Café in partnership with SBDM and Swiss Embassy.  Mass Participation Programme in partnership with Environmental Affairs: Tuma Mina, Good Green Deeds Youth Ambassadors programme.	Mass Participation Programme in partnership with Environmental Affairs: Tuma Mina, Good Green Deeds Youth Ambassadors programme.

							Media works and BNLM: Work Readiness and Fundamental Literacy Competency Training.  NYDA Entrepreneurship Training Programme in Graaff-Reinet, Klipplaat and Aberdeen.  Plumbing Training In Willowmore and Steylerville.	initiative with NMU for Waterford and Vondeling Mass Participation Programme in partnership with Environmental Affairs: Tuma Mina, Good Green Deeds Youth Ambassadors programme.	Green Deeds Youth Ambassadors programme.  ABC Concept in Rietbron, Baviaans Kloof, Klipplaat and Nieu – Bethesda. Part out of Poverty centre establishment in Rietbron.	
To fully involve, capacitate and empower the SPU Sector, with special focus on the Disabled, Youth	Design programmes and arrange events that will encourage the participation of the SPU sector, especially the Disabled, Youth and Women	7 National Days commemorated in partnership with sector departments for 2018/2019	n/a	SPU Unit	Number of National days commemorated in 2019/2020	10	Mandela month commemoration  Women's Day celebration  Heritage Day commemoration	16 days of activism against women and child abuse  National day for persons with disability.  World Aids Day  Opening of festive season.	Human Rights day.	Freedom Day Commemoration.  Youth Day Commemoration



INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation & Institutional Development							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To recruit staff with adequate qualifications, skills, training and experience.	Review the organogram annually.	Staff establishment not completed in 2016/2017 financial year.	n/a	Corporate Services	Review organizational structure and table before council by 30 June 2020.	1	n/a	n/a	Review organizational structure.	Workshop, and table before council for adoption.
To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	No placement commenced in 2018/2019	n/a	Corporate Services	100% Implementation of placement policy through placement of staff, based on approved Staff establishment by 31 September 2019.	100%	100% Implementation of placement policy through placement of staff, based on approved Staff establishment	n/a	n/a	n/a
To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	No job descriptions developed in 2018/2019		Corporate Services	% of job description developed for all filled post on the staff establishment by 31 <sup>st</sup> December 2019	100%	n/a	100% of job descriptions developed for all filled posts on the staff establishment	n/a	n/a

INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation & Institutional Development							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To recruit staff with adequate qualifications, skills, training and experience.	Commence with placement process.	No post evaluated in 2018/2019		Corporate Services	% of job evaluations completed for all filled post on the staff establishment by 30 <sup>th</sup> June 2020	100%	n/a	n/a	50% of job evaluations completed for all post filled on the staff establishment	100% of job evaluations completed for all post filled on the staff establishment
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	No equity plan adopted by Council	n/a	Corporate Services	Number of employment equity plans developed by 30 June 2020.	1	n/a	n/a	Develop an employment equity plan.	Workshop with Council and stakeholders. Table before Council for adoption.
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	No HR Plan adopted by Council	n/a	Corporate Services	Number of HR plans developed by 31 December 2020.	1	Collect information from departments to develop plans.	Development of HR plan and workshop with relevant stakeholders.	n/a	n/a

To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Workplace skills plan reviewed annually	n/a	Corporate Services	Develop a workplace skills plan with an annual training report by 31 March 2020.	1	Collect information from departments to develop plan.	Development of workplace skills plan and annual training report.	Submission to LG Seta and implementation report.	n/a
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Financial Policies adopted by Council.	n/a	Finance Department	Number of municipal policies reviewed 30 June 2020.	12	n/a	n/a	6 Financial policies reviewed.	6 Financial policies reviewed and approved by council.
<b>INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation &amp; Institutional Development</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to	4 quarterly SCM reports submitted to Council annually.	n/a	Supply Chain Department	Prepare Supply Chain Management Implementation Compliance through 3 quarterly reports by 30 June 2020.	4	1 Quarterly SCM Report	1 Quarterly SCM Report	1 Quarterly SCM Report	1 Quarterly SCM Report

and the Municipality's levels of service delivery, as well as be legally compliant.	utilize these systems optimally and correctly									
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	4 quarterly SCM reports submitted to Council annually.	n/a	Supply Chain Department	Develop and Monitor Contract register for all service providers and provide quarterly reports by 30 June 2020.	4	Contract register Report	Contract register Report	Contract register Report	Contract register Report
<b>INSTITUTIONAL DEVELOPMENT - KPA – Organisational Transformation &amp; Institutional Development</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To develop a performance management culture within the Municipality	Quarterly institutional performance reports to Council.	4 quarterly SDBIP analysis report on Institutional performance submitted to EXCO, Council and the Audit Committee.	n/a	Municipal Manager/ PMS unit	4 quarterly SDBIP Performance reports submitted to Council by 30 June 2019, to inform Council of Institutional Performance.	4	1 SDBIP Performance report submitted to Council By October 2019.	1 SDBIP Performance report submitted to Council By January 2020.	1 SDBIP Performance report submitted to Council By April 2020.	1 SDBIP Performance report submitted to Council By July 2020.
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to	No council resolution report submitted to Council quarterly.	n/a	Municipal Manager	Monitor Council resolutions by providing 4 quarterly reports on the implementation of council resolutions.	4	1	1	1	1

and the Municipality's levels of service delivery, as well as be legally compliant.	utilize these systems optimally and correctly									
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly.	Register updated quarterly	n/a	Corporate services	Ensure an updated Lease Register on a quarterly basis.	1	Update register with all signed lease agreements	Update register with all signed lease agreements	Update register with all signed lease agreements	Update register with all signed lease agreements
To provide sufficient operational requirements, furnish and equip the relevant offices and venues, in order to improve efficiency of all departments, their staff and the Municipality's levels of service delivery, as well as be legally compliant.	Implement Plan & Policies and upgrade systems accordingly; provide suitable training to enable staff to utilize these systems optimally and correctly	Quarterly reports on disciplinary hearings submitted to EXCO.	n/a	Corporate Services	Report on all disciplinary hearings on a quarterly basis to EXCO.	4	Report on all disciplinary hearing	Report on all disciplinary hearing	Report on all disciplinary hearing	Report on all disciplinary hearing

LOCAL ECONOMIC DEVELOPMENT							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	132 people employed through the for 2016/2017	1,251,000.	Municipal Manager	Number of people employed through EPWP to address high unemployment rate in Dr. Beyers Naudé Local Municipality by 30 June 2020.	188	47 people employed	47 people employed	47 people employed	47 people employed
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	SMME'S receive assistance annually.	n/a	Municipal Manager /LED Unit	Assistance and development of SMME's by 30 June 2020.	15	Identify 15 potential SMME's to be supported.	Assist and develop 5 SMME's	Assist and develop 10 SMME's	Report to Council on the assistance and development of SMME's
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦	Support, encourage and facilitate value-adding initiatives, programmes and projects	SMME'S receive assistance annually.	n/a	Municipal Manager /LED Unit	Training and empowerment of SMME for Export readiness by 31 December 2020.	2	Training and empowerment of SMME for export readiness	Training and empowerment of SMME in for export readiness	Source funding options from different institutions for these SMME's to participate in the Annual local and	Facilitate and coordinate the participation of the SMME's in the Annual local and International Expo's

MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN									International Expo's.	platforms
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	SMME'S receive assistance annually.	n/a	Municipal Manager /LED Unit	Number of resource mobilisation initiatives conducted to support local businesses by 30 <sup>th</sup> June 2020.	2	n/a	1 resource mobilization initiatives conducted to assist local businesses	n/a	1 resource mobilization initiatives conducted to assist local businesses
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	New KPI	n/a	Municipal Manager /LED Unit	Number of bankable Business Plans developed to source funding from other spheres of Government and private sector for the benefit of the local area by 30 <sup>th</sup> June 2020.	1	Apply or send applications to the various government financial institutions, agencies and sector Departments for financial or in kind assistance of the development of the plan.	n/a	Advertise for a service provider that will assist in the development of the Plan.	1 Business Plan developed
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦	Develop LED Strategic Plan with an economic Vision for the Municipality.	No LED strategy adopted by Council	n/a	Municipal Manager/ LED Unit	LED strategy developed and approved by 31 December 2019.	1	Training Workshop for Council and Management to be conducted on LED towards the development	Draft LED Plan circulated to relevant stakeholders for inputs and comments.  Tabled to Council for	n/a	n/a

MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN							of the strategy.  Develop an action plan for the LED Strategy Plan and setting up a Steering Committee.	approval by the 31 <sup>st</sup> December 2019.		
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Develop LED Strategic Plan with an economic Vision for the Municipality.	No Tourism and Marketing strategy adopted by council.	n/a	Municipal Manager/ LED Unit	Tourism and Marketing strategy developed and approved by council by 31 March 2020.	1	Planning and consultative stage of development of Tourism and Marketing strategy	Draft strategy and collation of inputs.	Workshop with stakeholders and adoption by Council.	n/a
<b>LOCAL ECONOMIC DEVELOPMENT</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN		New KPI	n/a	Municipal Manager/ LED Unit	Number of policies developed, aimed at increasing Participation in local economy by 30 <sup>th</sup> June 2020.	2	Develop informal trade policy.	Develop an Emerging Contractor Development Framework	Public participation and workshop with relevant stakeholders.	Table policies/ framework before council for adoption.



SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	New KPI	n/a	Municipal Manager/ LED Unit	Number of Business forums within Dr. Beyers Naude Municipality established by 30 June 2019.	1	Establishment of Business forums.	Legalising the structures	Drafting of an MOU between the Business Forum and the Municipality	Facilitate the signing of the MOU
SUSTAINABLE JOB CREATION ♦ BEE & PARTNERSHIPS ♦ SMME, INDUSTRIAL AND SECTOR DEVELOPMENT ♦ SKILLS DEVELOPMENT ♦ MAINSTREAMING OF 2ND ECONOMY, YOUTH, DISABLED & WOMEN	Support, encourage and facilitate value-adding initiatives, programmes and projects	New KPI	n/a	Municipal Manager/ LED Unit	Ensure that the Business Forums are functional and fulfilling its mandate by submitting quarterly reports to Council.	4	Hold Quarterly meetings with the forums and submit progress reports to Council	Hold Quarterly meetings with the forums and submit progress reports to Council	Hold Quarterly meetings with the forums and submit progress reports to Council	Hold Quarterly meetings with the forums and submit progress reports to Council
<b>BACK TO BASICS – KPA – Good Governance &amp; Public Participation</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To become the best performing Municipality, in all respects.	Developing a credible Integrated Development Plan that will address the developmental needs of our Community.	5-year credible IDP adopted by Council on 23 <sup>rd</sup> May 2017. Reviewed, amended and adopted on 29 <sup>th</sup> May 2018. Reviewed, amended and adopted on 28 <sup>th</sup>	n/a	Municipal Manager/ IDP Unit	A reviewed, amended and credible IDP for 2020/21 by 31 May 2020.	1	(a) Prepare 2020/21 IDP & Budget Process Plan, (b) 14 x Ward Committee consultation meetings, (c) Adopted IDP & Budget Process Plan	(a) 1 x IDP SC meeting, (c) 1 x Strategic Planning session, (d) 1 x IDP RF meeting, (e) 1 <sup>st</sup> Draft IDP Project Register.	(a) 2 <sup>nd</sup> Draft IDP Project Register, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x Draft 2020/21 IDP adopted by Council.	(a) 14 x Mayoral Outreach / PP meetings, (b) 1 x IDP SC meeting, (c) 1 x IDP RF meeting, (d) 1 x Final 2020/21 IDP approved by Council.

		May 2019.					(d) 1 x reviewed CBP Report (inclusive of Ward Development Priorities), (e) 1 x IDP RF meeting (launch of 3 <sup>rd</sup> review process), (f) 1 x IDP SC meeting.			
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	All meetings held according to year planner.	n/a	Corporate Services	Number of Meetings held in terms of year planner by 30 June 2020. (4 Ordinary Council Meetings and 4 Standing Committee meetings)	8	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM	Ensure that Standing Committee meetings are held, one Ordinary Council Meeting and a Special Council meeting in terms of the year planner. Monthly Resolution Implementation Report submitted to MM
To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Quarterly MPAC meetings held.	n/a	Corporate Services	Number of MPAC meetings to assist with oversight function until 30 June 2020.	4	Organise MPAC meeting	Organise MPAC meeting	Organise MPAC meeting	Organise MPAC meeting

To become the best performing Municipality, in all respects.	Having a fully functional Council, with Standing Committees, Fora and other structures.	Quarterly Audit committee meetings held.	n/a	Corporate Services	Number of Audit Committee meetings to assist with oversight function until 30 June 2020.	4	Organise Audit Committee meeting	Organise Audit Committee meeting	Organise Audit Committee meeting	Organise Audit Committee meeting
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	2 LLF meetings held throughout the 2017/18 financial year.	n/a	Corporate Services	Ensure that the LLF is functioning properly and fulfilling its mandate by having 6 Meetings annually	6	2 Meetings	2 Meetings	1 Meeting	1 Meeting

BACK TO BASICS – KPA – Good Governance & Public Participation							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	External newsletters distributed during quarter 2 of the 2018/19 financial year.	n/a	Municipal Manager/Communications	Number of quarterly External Newsletters distributed to stakeholders by 30 June 2020	26 000	6500 Quarterly External Newsletters distributed.	6500 Quarterly External Newsletters distributed.	6500 Quarterly External Newsletters distributed.	6500 Quarterly External Newsletters distributed.
To become the best performing Municipality, in all respects	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	No communication strategy	n/a	Municipal Manager/Communications	Revise communications policy and strategy with quarterly implementation reports	3	Revise communication policy and strategy	Mid-Year implementation report	3 <sup>rd</sup> quarter implementation report	Annual implementation report
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications	Housing register updated continuously	n/a	Corporate services	Maintain updated housing beneficiary list and submit to	4	Updated beneficiary list and quarterly submission to the Corporate	Updated beneficiary list and quarterly submission to the Corporate	Updated beneficiary list and quarterly submission to the Corporate	Updated beneficiary list and quarterly submission to the Corporate

	and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.				Corporate service standing committee on a quarterly basis by 30 June 2020.		Service Standing Committee.	Service Standing Committee.	Service Standing Committee.	Service Standing Committee.
To become the best performing Municipality, in all respects.	Installing and maintaining effective and efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.	No service delivery roadshow held in 2018/2019	n/a	Municipal Manager	Number of Service Delivery Roadshows held, to provide feedback to communities by 30 <sup>th</sup> June 2020	2	Feedback session in all wards on 2018/2019 service delivery performance.	n/a	Feedback session on Mid-year 2019/2020 service delivery performance.	n/a
To become the best performing Municipality, in all respects.	Ensuring that Ward Committees have been established and are functioning properly, and that a CDW has been appointed in each Ward.	Ward committee meetings held quarterly.	n/a	Corporate Services (ward coordinator)	Quarterly Ward Committee meetings with consolidated quarterly reports to council until 30 June 2020.	4	Ensure quarterly ward committee meetings With consolidated quarterly report to council.	Ensure quarterly ward committee meetings with consolidated quarterly report to council.	Ensure quarterly ward committee meetings with consolidated quarterly report to council.	Ensure quarterly ward committee meetings with consolidated quarterly report to council.
To become the best performing Municipality, in all respects.	Installing and maintaining effective and	New KPI	n/a	Corporate Services	Quarterly reports from the customer care call centre	4	Quarterly reports from the customer care call centre	Quarterly reports from the customer care call centre	Quarterly reports from the customer care call centre on	Quarterly reports from the customer care call centre on

	efficient communications and other systems that will improve information-sharing, enhance public participation and promote socio-economic development.				submitted to EXCO.		on status of all complaints received.	on status of all complaints received.	status of all complaints received.	status of all complaints received.
<b>BACK TO BASICS – KPA – Sound Financial Management</b>						<b>PERFORMANCE MILESTONES</b>				
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To become a financially viable and sustainable Municipality.	The development and implementation of a Funding Strategy.	100% expenditure on Municipal Grants in 2017/18.	n/a	Municipal Manager	100% expenditure of Municipal Grants by 30 June 2020.	100%	15%	30%	55%	100%
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	100% compliance to Financial Planner Deadlines in 2017/18.	n/a	Municipal Manager	100% Reporting compliance by submitting s71, s72 and s52d reports within legislated timeframes 30 June 2020.	100%	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines	100% compliance to Financial Planner Deadlines
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Audit Implementation plan developed for all audit findings of 2016/2017	n/a	Municipal Manager	Improve Outcome of the AG report: Execute action plan to address previous findings by 30	1	n/a	n/a	All audit findings for 18/19 addressed in terms of audit action plan.	All audit findings for 18/19 addressed in terms of audit action plan.

					June 2020.					
<b>BACK TO BASICS – KPA – Sound Financial Management</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To receive a Clean Audit Opinion from the Auditor-General.	Implementation and execution of an Audit Action Plan.	Verification of the completeness of the asset register conducted annually.	n/a	Supply Chain Department	Verification of the completeness of the Asset Register (Asset Register compliant to GRAP standards)	100%	All purchases captured and updated on Asset Register	All purchases captured and updated on Asset Register and Follow up on queries of Auditor General	All purchases captured and updated on Asset Register and address audit outcomes	All purchases captured and updated on Asset Register and conduct an Annual review of the condition and useful life of assets.
To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	100% CAPEX budget spend 2018/19.	n/a	Municipal Manager	Percentage CAPEX of budget spend by 30 June 2020.	100%	15%	30%	55%	100%
To become a financially viable and sustainable Municipality.	Alignment of the Budget to the IDP's Development Priorities.	n/a	n/a	Municipal Manager	Percentage OPEX budget spend by 30 <sup>th</sup> June 2020.	80%	30% spent	55% spent	60% spent	80% spent
To adopt a realistic, credible and funded Annual Budget	Alignment of the Budget to the IDP's Development Priorities.	2019/2020 Budget approved on 28 <sup>th</sup> May 2019.	n/a	Municipal Manager	2020//2021 Budget approved by Council by 31 May 2020.	1	Process Plan adopted	Budget priorities developed	Draft by 30 March 2019.	Approved by Council on the 31 <sup>st</sup> May 2020.

BACK TO BASICS – KPA – Sound Financial Management							PERFORMANCE MILESTONES			
Objective	Strategy	Baseline	Budget	Depart	KPI	Annual Target	Quarter 1	Quarter 2	Quarter 3	Quarter 4
To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	n/a	n/a	Finance Department	Improve collection rate on service debtors to address cash flow constraints by 30 June 2020  (Service debtors/service debt collected)	90%	35%	50%	70%	90%
To become a financially viable and sustainable Municipality.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Financial recovery plan developed, adopted by council, and monitored on a quarterly basis.	n/a	Finance Department	Financial recovery plan implemented and monitored by submissions quarterly to EXCO by 30 June 2020.	4	Ensure compliance with Financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with Financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with Financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO	Ensure compliance with Financial recovery plan deadlines by submitting implementation progress report quarterly to EXCO
To become a financially viable and sustainable Municipality.	Stringent implementation and execution of the Municipality's	n/a	n/a	Finance Department	Effective control over 80% collection of property rates: by 30	Ensure average 80% recovery rate of	Ensure effective recovery of property rates 5%	Ensure effective recovery of property rates 40%	Ensure effective recovery of property rates 60%	Ensure effective recovery of property rates 80%



	Credit Control & Debt Collection Policy.				June 2020. Property rates collected/ property rate debtors.	property rates billed by 30 June 2020.				
<b>BACK TO BASICS – KPA – Sound Financial Management</b>							<b>PERFORMANCE MILESTONES</b>			
<b>Objective</b>	<b>Strategy</b>	<b>Baseline</b>	<b>Budget</b>	<b>Depart</b>	<b>KPI</b>	<b>Annual Target</b>	<b>Quarter 1</b>	<b>Quarter 2</b>	<b>Quarter 3</b>	<b>Quarter 4</b>
To receive a clean audit opinion from the Auditor General.	Implementation and execution of the Financial Recovery Plan – robust plans for the repayment of debt and/or maintain a healthy level of cash reserves and assets in order to meet unexpected costs.	Creditors not paid within 30 days as required.	n/a	Finance Department	Average number of days taken for creditors to be paid: Creditors Payment Period  Creditors Outstanding/Credit Purchases (Operating & Capital) x 365 (Norm is 30 days)	30 days	30 days	30 days	30 days	30 days